



Lincoln University

BA 217 – Personnel Management

COURSE SYLLABUS

Spring, 2021

Instructor: Dr. Pete Bogue
Lecture Schedule: Tuesday 6:30 – 9:15 PM
Credits: 3 units / 45 lecture hours
Level: Advanced (A)
Office Hours: Thursday, 5:30 – 6:30 PM by appointment.
e-mail: pbogue@lincolnuca.edu
Textbooks: Dessler, Gary, “Human Resource Management,” 14th ed. (Upper Saddle River, New Jersey: Pearson Education, Inc., 2015). ISBN 13: 978-0-13-354517-3.

Robbins, Stephen P., “Self-Assessment Library – Version 3.4, Insights into Your Skills, Interests, and Abilities,” 1st Ed. (Upper Saddle River, New Jersey: Prentice Hall, 2008). ISBN-13: 918-0136083757.

Last Revision: January 18, 2021

CATALOG DESCRIPTION

A survey of principles and practices related to development of sound personnel relationships with reference to employment recruiting and selection, training, job evaluation, performance appraisal, discipline, wage and salary administration, labor relations, safety, supervision, morale building, governmental regulations and other matters (3 units)

Prerequisite: BA 110

EDUCATIONAL OBJECTIVES

1. Define the roles and activities of a company's human resource management function.
2. Discuss how to strategically plan for the human resources needed to meet organizational goals and objectives.
3. Compare and contrast methods used for recruiting, interviewing, selection and placement of human resources.
4. Describe the steps required to analyze, develop, implement, and evaluate employee training programs.
5. Describe the performance management and appraisal process.
6. Discuss managing employee retention, engagement, and careers.

7. Identify and explain the issues involved in establishing compensation incentive systems.
8. Describe the role of benefits and services in meeting employee needs.
9. Define ethical policies and fair treatment at work.
10. Describe the role of labor relations and collective bargaining.
11. Discuss the importance of employee safety and health.

COURSE LEARNING OUTCOMES¹

	Course Outcome	PLO	ILO	Assessment
1	*Explain the importance of human resources and their effective management in organizations. *Demonstrate a basic understanding of the tools used in forecasting, planning, and staffing organizational manpower needs. *Demonstrate a basic understanding of the tools used in managing and incentivizing human capital effectively. *Explain the purpose of a Human Resources Information System and how it facilitates the organization-wide HR Program. *Demonstrate a basic understanding of governmental regulations affecting employees and employers. *Research the internet effectively for HR information.	PLO 1	ILO 1a, ILO 2a, ILO 3a	Assigned textbook chapters; Discussion questions; Case applications; Self-assessment Library; Internet search assignment; Comprehensive final exam; Attendance.
2	*Demonstrate critical thinking by identification, recognition, or application of key terms, items, concepts, or relevant data.	PLO 2	ILO 1a, ILO 6a	Discussion questions; Case applications; Case application Power Point slide assignment; Internet search assignment.
3	*Analyze the key issues for decision-making related to administering the human resource elements such as strategic positioning, personnel planning and recruiting, interviewing, training and development, performance appraisal, retention, engagement, and career planning, pay for performance and financial incentives, benefits and services, ethics, employee relations, diversity, and fair treatment at work, labor relations and collective bargaining, safety and health.	PLO 4	ILO 1a, ILO 2a, ILO 5a	Discussion questions; Case applications; Case application Power Point slide assignment; Self-assessment library; Internet search assignment

¹ Detailed description of learning outcomes and information about the assessment procedure are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

Assessment Activities of Learning Outcomes: Discussion Questions/Answers, Application Cases Questions/Answers/Power Point Slide Assignment, Self-Assessment Library, Internet Research Assignment Documenting Sources, Final Examination.

INSTRUCTIONAL METHODS

This is a direct classroom instruction course. (Exception: Offered online Spring 2021)

Lectures supported by PowerPoint slides with supervised exercises and business case studies. The emphasis will be on learning by doing. Every student must participate in class preparation, must complete homework, course assignments, and exams.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

TOPICAL OUTLINE

The course provides a complete, comprehensive review of essential personnel management concepts and techniques such as the company's human resource management function, strategic planning, recruitment, interviewing, selection and placement, training and development, performance appraisal, employee retention, engagement, and careers, compensation incentives, benefits and employee services, labor relations, and employee safety and health. An integrating theme throughout the course is "The High Performance Organization: Building Better, Faster, More Competitive Organizations through Human Resources." A second integrating theme is that of creating competitive advantage by fostering employee commitment.

COURSE REQUIREMENTS

Students will be responsible for completing the textbook chapter readings prior to the lectures, homework and classroom activities, case studies, and final exams. The expected amount of time a student will need to spend outside of class to complete his/her individual and/or group out-of-class homework assignments is six (6) hours per week for a 3-unit class.

ASSESSMENT CRITERIA AND METHODS OF EVALUATING STUDENTS

The basis for the determination of the final grade for the course will be the total weighted score for all activities according to the percentages shown in the table:

Questions for Review/Answers	15%
Case Incident Questions/Answers:	10%
Case Incident Power Point Slides :	15%
Self-Assessment Library:	10%
Research Project Documenting Sources:	15%
Final Comprehensive Exam	30%
Attendance	05%
Total	100%

GRADING SCALE (POINT/GRADE CONVERSION)

100-95 A	76-74 C
94-90 A-	73-70 C-
89-87 B+	69-65 D+
86-84 B	64-60 D
83-80 B-	59 or <F
79-77 C+	

ATTENDANCE

Regular attendance at classes is essential. Attendance is factored into the final grade for the course. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Students may not come and go during class except for the break. Excessive absences may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.

EXAMINATIONS

The final exam will consist of short answer and/or essay questions evaluating the student's understanding of the basic concepts, terms, processes, and issues covered in the course.

ELECTRONIC DEVICES

Cell phones must be **turned off** while attending the class or placed in a vibrating mode. Smart phone and/or laptop screens may be used to view course Power Points in class while lectures are in progress.

INTEGRITY AND QUALITY OF SCHOLARSHIP

Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

PLAGIARISM DETECTION

Lincoln University subscribes to Turnitin plagiarism prevention service. Student work will be used for plagiarism detection and for no other purpose. Originality reports will not be available for viewing.

MODIFICATION OF THE SYLLABUS

This syllabus and schedule are subject to change in the event of extenuating circumstances. An announcement of any changes will be made in class.

HOMEWORK AND COURSE ACTIVITIES

NOTE: Students will read all of the required chapters for the final comprehensive examination, Chapters 1, 3, 5, 7, 8, 9, 10, 12, 13, 14, 15, 16, paying close attention to the Chapter Section Summaries and Key Terms at the end of each chapter. Most of the final exam short answer and/or essay questions will be answered in part by the definitions of the Key Terms that can be found in the margins of the chapters or Glossary in the back of the textbook.

NOTE: Students will answer ‘All Twelve (12) Assigned Chapters’ “Discussion Questions Numbered in the Syllabus,” after carefully reading the relevant chapters, and word processing the assigned questions/answers. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer). Students will submit the discussion question/answers to the instructor (or CANVAS) by the end of the course.

NOTE: Students will analyze and solve one (1) “Application Case” of their choice from the chapters in the syllabus, apply relevant concepts and practical applications found in the respective chapter, prepare Power Points of approximately eight (8) to ten (10) well-designed slides summarizing the case scenario and the answers to the “numbered questions following the case in the syllabus,” and submit them to the instructor (or CANVAS) by the end of the course.

NOTE: Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities. Assigned Self-assessment Questionnaire score summary sheets will be completed in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the summary sheets to be submitted to the instructor (or CANVAS) by the end of the course.

NOTE: Undergraduate students will conduct an Individual Internet Research Assignment on the topic of “Why is hiring the right employees who fit the corporate culture so important and why does the company’s future depend on it?” Students will summarize the results of their Internet Search Assignment in the form of an essay of approximately five (5) to six (6) word-processed, double-spaced pages, excluding the title page and bibliography, documenting sources in the form of citations taken from the relevant research journals, books, or Internet websites in the bibliography. The essay must adhere to the APA Publication Manual, available in the L.U. library and on the Lincoln University Website, be documented by proper annotation and referencing and include a bibliography. The 12 point font size or larger should be utilized. Students will include at the beginning of their essay paper the statement, “I have done my own work and have neither given nor received unauthorized assistance on this work.” Students will submit their essay to the instructor (or CANVAS) by the end of the course.

COURSE SCHEDULE:

T 02/02/21, Syllabus Review

T 02/09/21, Chapter 1 Introduction to Human Resource Management

Discussion Questions: 1-2, 1-3, 1-4, 1-5

Case: “Jack Nelson’s Problem,” Questions 1-20, 1-21, 1-22

Self-Assessment Library

T 02/16/21, Chapter 3 Human Resource Management Strategy And Analysis

Discussion Questions: 3-3, 3-4, 3-5, 3-6, 3-7

Case: “Siemens Builds a Strategy-Oriented HR System,”

Questions 3-18, 3-19, 3-20
Self-Assessment Library

T 02/23/21, Chapter 5 Personnel Planning and Recruiting
Discussion Questions: 5-5, 5-6, 5-7, 5-8, 5-9
Case: “Finding People Who Are Passionate About What They Do,”
Questions 5-27, 5-28, 5-29, 5-39
Self-Assessment Library

T 03/02/21, Chapter 7 Interviewing Candidates
Discussion Questions: 7-4, 7-5, 7-6, 7-7, 7-8, 7-9
Case: “The Out-of-Control Interview,” Questions 7-23, 7-24, 7-25
Self-Assessment Library

T 03/09/21, Chapter 8 Training and Developing Employees
Discussion Questions: 8-3, 8-5, 8-6, 8-7, 8-8, 8-9
Case: “Reinventing the Wheel at Apex Door Company,”
Questions 8-29, 8-30, 8-31
Self-Assessment Library

T 03/16/21, Chapter 9 Performance Management and Appraisal
Discussion Questions: 9-5, 9-6, 9-8, 9-9, 9-10, 9-11
Case: “Appraising the Secretaries at Sweetwater U.”
Questions 9-34, 9-35, 9-36
Self-Assessment Library

T 03/23/21, Chapter 10 Managing Employee Retention, Engagement, & Careers
Discussion Questions: 10-3, 10-4, 10-5, 10-6, 10-7
Case: “Google Reacts,” Questions 10-24, 10-25, 10-26
Self-Assessment Library

T 03/30/21, Chapter 12 Pay-For-Performance & Financial Incentives
Discussion Questions: 12-4, 12-5, 12-6, 12-8, 12-9, 12-10
Case: “Inserting the Team Concept into Compensation-or Not,”
Questions 12-22, 12-23, 12-24, 12-25
Self-Assessment Library

T 04/06/21, Chapter 13 Benefits and Services
Discussion Questions: 13-6, 13-7, 13-8, 13-9
Case: “Striking for Benefits,” Questions 13-18, 13-19, 13-20
Self-Assessment Library

T 04/13/21, Chapter 14 Ethics, Employee Relations, and Fair Treatment at Work
Discussion Questions: 14-6, 14-7, 14-11, 14-10, 14-12
Case: “Enron, Ethics, and Organizational Culture,”
Questions 14-24, 14-25, 14-25

Self-Assessment Library

T 04/20/21, Chapter 15 Labor Relations and Collective Bargaining

Discussion Questions: 15-4, 15-6, 15-8

Case: “Negotiating with the Writers Guild of America,”

Questions 15-17, 15-18, 15-19, 15-20

Self-Assessment Library

T 04/27/21, Chapter 16 Employee Safety and Health

Discussion Questions: 16-8, 16-9, 16-10, 16-11, 16-12

Case: “The New Safety and Health Program,”

Questions 16-29, 16-30, 16-31, 16-32

Self-Assessment Library

T 04/27/21 Final Comprehensive Exam made available to students.

T 05/04/21, Final comprehensive examination (Chapters 1, 3, 5, 7, 8, 9, 10, 12, 13, 14, 15, 16); DUE to INSTRUCTOR (or ON CANVAS);

T 05/11/21, ALL ASSIGNMENTS DUE to INSTRUCTOR (or ON CANVAS).

BA 217 SYLLABUS ADDENDUM:

Name: _____

BA 308/217 Human Resources Management-Self Assessment Assignments

Students will answer the following questions for each assigned Self-Assessment instrument and submit to the instructor at the end of the course.

Chapter 1, Introduction to Human Resource Management**I.B.1: What Do I Value?**

What are your three top Terminal Values?

1. _____ 2. _____ 3. _____

What are your three top Instrumental Values?

1. _____ 2. _____ 3. _____

Chapter 3, Human Resource Management Strategy and Analysis**III.B.2: How Committed Am I to My Organization?**

What is your total score (1-7)? _____

Did you score (circle) high (6.1 or higher) or average (4-6) or low (below 4) in commitment to my organization?

Chapter 5, Personnel Planning and Recruiting**I.B.2: How Involved Am I in My Job?**

What is your total score (10-60)? _____

Did you score (circle) low (24 or below) or average (25-40) or high (above 40) in job involvement?

Chapter 7, Interviewing Candidates**II.A.2: How Good Are My Listening Skills?**

What is your total score (15-75)? _____

Did you score (circle) low (40 or less) or average (41-59) or high (60 or higher) in listening skills?

Chapter 8, Training and Developing Employees**I.C.2: What Are My Dominant Needs?**

What is your need for Achievement score (5-25)? _____

Did you score (circle) lower than average (below 22.6) or average (22.6) or higher than average (above 22.6) need for Achievement?

What is your need for Affiliation score (5-25)? _____

Did you score (circle) lower than average (below 16.1) or average (16.1) or higher than average (above 16.1) need for Affiliation?

What is your need for Autonomy score (5-25)? _____

Did you score (circle) lower than average (below 20.0) or average (20.0) or higher than average (above 20.0) need for Autonomy?

What is your need for Power score (5-25)? _____

Did you score (circle) lower than average (17.7), or average (17.7), or higher than average (17.7) need for Power?

Chapter 9, Performance Management and Appraisal

III.A.3: How Good Am I at Giving Performance Feedback?

What is your performance feedback a/b ratio score? _____

Do you have relatively strong feedback skills [circle] (a/b ratios of 8/0, 7/1, or 6/2) or significant self-perceived weaknesses [circle] (a/b ratios of 3/5, 2/6, 1/7, or 0/8)?

Chapter 10, Managing Employee Retentions, Engagement, and Appraisal

IV.B.1: Am I Engaged?

What is your total score (9-45)? _____

Did you score (circle) high (27-45) or low (9-26) in work engagement?

Chapter 12, Pay for Performance and Financial Incentives

I.C.8: What's My Job's Motivating Potential?

What is your Motivating Potential Score (MPS) [1-343]? _____

Is your MPS summary score (circle) high (128-343) or low (1-127)?

For "job variety" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For doing a "whole or identifiable piece of work" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For the "significance or importance of the job" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For the "autonomy or deciding on your own how to go about the work" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

For the extent that the "job itself provides information about work performance" is your individual raw score (circle) high (6-7) or moderate (3-5) or low (1-2)?

Chapter 13, Benefits and Services

III.B.3: Am I Experiencing Work/Family Conflict?

What is your total score (between 8 and 40)? _____

Did you score (circle) below 30 (balancing the needs of work and family) or 30 or above (not completely fulfilling your responsibilities to home and family)?

Chapter 14, Ethics, Employee Relations, and Fair Treatment at Work

II.B.5: How Good Am I at Disciplining Others?

What is your total score (8-24)? _____

Did you score (circle) high (22 or higher) or moderate (19-21) or low (below 19) at disciplining others?

Chapter 15, Labor Relations and Collective Bargaining

II.C.6: What's My Negotiating Style?

What is your total score (7-35)? _____

Did you score (circle) high (21-35) or low (7-20) in negotiating style?

Chapter 16, Employee Safety and Health

I.D.1: Am I a Procrastinator?

What is your total score (0-52)? _____

Did you score (circle) high (35 or higher) or moderate (14-34) or low (13 or less) in procrastination?